

TERMS OF REFERENCE (ToR)

PROJECT MANAGEMENT CONSULTANT (FIRM)

Sustainable Coastal and Marine Fisheries Program, Phase 1 (SCMFP)¹

1. Project Background

1.1 The Government of Bangladesh (GoB) has developed a comprehensive, multi-year program to improve the management and economic performance of the country's coastal and marine fisheries sub-sector (both capture and culture) and enhance the livelihoods of the coastal fishers' and fishing communities. The program's implementing agency is the Department of Fisheries (DoF) under the administrative jurisdiction of Ministry of Fisheries and Livestock (MoFL). The Phase 1 of the Sustainable Coastal and Marine Fisheries Program (SCMFP or 'the Program') is implemented with finance from the International Development Association (IDA) of the World Bank Group (the Bank). To this end, on October 25, 2018 the GoB and World Bank (WB) signed a financial agreement for an IDA credit in the amount of \$240 million with implementation duration of five years.

1.2 The SCMFP's PDO is to improve management of coastal and marine fisheries and aquaculture. The objective will be measured by the following indicators:

- PDO indicator 1: Issuance of industrial fishing licenses in line with precautionary principle;
- PDO indicator 2: Share of industrial and motorized artisanal vessels with installed and functioning vessel monitoring and distress communication equipment;
- PDO indicator 3: Share of landed catch and aquaculture production in targeted coastal belt fisheries in safe handling according to defined criteria;
- PDO indicators 4: Targeted households with access to project-promoted livelihood activities outside of capture fisheries (disaggregated by sex).

1.3 SCMFP Phase 1 comprises four components: 1. Enabling activities for sustainable fisheries sector investment and growth; 2. Improving infrastructure and production practices; 3. Community empowerment and livelihoods; and 4. Project management and monitoring. The Program will be implemented across 75 selected Upazilas of 16 coastal districts spread over a geographical area of 43,291 km² inhabited by a total population of 33.77 million.

1.3.1 Component 1 is aligned with the targets of PDO indicators 1 and 2. It supports the GoB commitment to sustainably develop the country's enlarged EEZ² through (a) more *effective* management of coastal fisheries, with responsibilities shared between DoF and artisanal fishing communities; (b) improved sector transparency, integrity, and accountability; and (c) gender-balanced institutional development. The component aims to strengthen the enabling environment for infrastructure improvements and technology investments through support

¹See <http://projects.worldbank.org/P161568?lang=en> for the disclosed project file, including PAD, Financial Agreement, ISDS-PID, Environment and Social Management Framework, etc.

²See 'B. Sectoral and Institutional Context' section of the PAD, at <http://documents.worldbank.org/curated/en/308831538969417996/pdf/Bangladesh-Sustainable-Coastal-and-Marine-Fisheries-PAD-P161568-2-09182018.pdf>

to policy and institutional development, research, and measures for strengthening the MCS, improving safety of life at sea, and enabling effective fisheries management. Specifically, funding will be provided for: policy and regulations development; stock assessments; analysis for defining sustainable fishing levels; preparation of management plans; training; design and implementation of control and monitoring systems; and procurement and installation of equipment, and infrastructure for DoF and other national fisheries research institutions. Recruitment of qualified female staff will be prioritized for new technical positions as part of MCS, vessel monitoring, and data management systems, alongside the provision of capacity building for women's enhanced leadership and decision making in fisheries management. In addition to strengthening artisanal fishers' safety in the face of growing climate variability, the component will also integrate and promote climate and disaster risk reduction into the sector policies, plans, and management tools supported by the project. Activities are grouped in three subcomponents supporting the DoF with regulatory, institutional, and financial frameworks and incentive mechanisms for increased sector growth. To enable the proposed MCS development and fisheries management reform, the DoF will maintain a moratorium on new and renewed industrial fishing licences for the duration of the project.

1.3.2 Component 2 is aligned with the targets of PDO indicator 3 and aims to support minimizing basic infrastructure and technical-capacity gaps to promote integrated value chain development and compliance with standards. The component will support measures for improving genetic quality, biosecurity, and disease control in shrimp hatcheries that are expected to significantly reduce coastal aquaculture exposure to devastating disease outbreaks and production crashes. These measures are expected to generate productivity increases of up to 20 percent to reduce the taking of juvenile fish as a by-product of the harvest of wild shrimp seed. Infrastructure support will be implemented to incentivize private-sector investments, where feasible, and will be phased-in in conjunction with the progress of sector management reforms supported by the project. Such sequencing is important in order to avoid generating additional overfishing pressure by increasing the sector's value. In capture fisheries, the initial efforts will focus on the semi-industrial and motorized artisanal fleet, and will be extended to the industrial fleet in sync with the progress of management reforms. All infrastructure investments will be subject to detailed disaster and climate risk screening. Where feasible, the project will promote green infrastructure technologies for seafood production that support broader ecosystem services and coastal defences, such as mangrove rehabilitation, sea weed, sea grass, and commercially important shellfishes including shrimps, oyster and mussel beds. Importantly, the design of coastal infrastructure will aim to optimize adaptation benefits and avoid maladaptation, including by linking fish habitat restoration to nature-based coastal protection solutions and ensuring climate-resilient value chain infrastructure development. Investments in value chain development will include mapping, identification, and piloting of new economic opportunities for female workers, who currently operate on the margins and in less remunerative segments of fisheries value chains. Technical services for design and supervision and works will also be financed under the component.

1.3.3 Component 3 is aligned with the targets of PDO indicator 4. The component uses a community-driven development (CDD) approach and a package of investment and financial support aiming at strengthening community fisheries management and transforming livelihoods

in poor fishing communities by reducing dependence on fishing. Pilot activities will focus on up to 450 villages and include the establishment of up to 100 model fishing villages (MFVs), which, if successful, will be scaled up in Phase II. A household approach will enable targeting of resources, financial and training support for women's and men's asset creation and will enhance the coping capabilities for disaster mitigation. The establishment of village-level community institutions will especially focus on increasing women's economic participation and involvement in decision-making in the community, where gender gaps are particularly strong. Participatory approaches and gender-sensitive strategies will be employed throughout, using citizen engagement, consultations, co-management, ecosystem approach to fisheries management (EAFM), women's savings groups, and other community institutions. By providing a holistic response to a set of dynamic issues faced by poor, vulnerable coastal fishing communities, the project is expected to generate benefits to households and individual members, especially the most disadvantaged -- i.e., the poorest men and women, female-headed households, widows, and the elderly -- in these communities. Women and children will benefit alike from the support for consumption, production, processing, and marketing of high-protein-content small fish. Ultimately, transformations promoted by the project will be critical not only to achieve poverty reduction in fishing communities, but also to reduce fishing effort and destructive fishing practices, and thereby enable more sustainable fisheries management. Activities for livelihood diversification and/or managed retreat for improving the climate resilience of target coastal fisher communities will be further screened to minimize climate and disaster risk, including to direct flooding, connectivity disruption, and salinity regime changes that can reduce the likelihood of engaging in aquaculture as an alternative to fishing. Component 3 activities are structured in two subcomponents to be co-implemented by the Social Development Foundation (SDF) in collaboration with DoF. Project funds will be allocated for technical assistance and services, direct costs, savings-and-loans groups, and small grants to promote co-management of near-shore coastal fisheries.³

1.3.4 Component 4 will provide funds for establishment and operation of project management, monitoring, and evaluation structure within the DoF, that is also integrated within the institutional capacity assistance under Component 1. Specifically, financing will be directed for (i) operation of PMU staff and consultants hired as experts on an as-needed basis; (ii) retaining a general consultant to manage day-to-day project implementation while strengthening DoF capacity in the initial three years of the project; (iii) establishment and operation of financial management and procurement management systems acceptable to World Bank; (iv) PMU recurrent costs; (v) implementation of communication plans and activities related to Access to Information (AI); (vi) implementation of governance and accountability and financial management actions and third-party audits; implementation of the project's environment and social management framework (ESMF); (viii) gender informed project implementation; and (ix) monitoring and evaluation (M&E), stakeholder coordination, and special evaluation studies.

1.3.4.1 SCMFP will be implemented by the DoF under the administrative control and guidance of the MoFL. In addition, the SDF will implement Component 3 as a co-implementing agency in cooperation and coordination with DoF. Component 3 aims to build community institutions

³Component 3 Co-management activities will initially focus on social mobilization of poor fishers, including training to build awareness of fisheries management and regulations. Once the enabling regulatory environment and an artisanal MCS system (Component 1) are in place, then additional co-management activities, such as boat and gear buy-backs can be implemented without the risk that owners will use the buy-back funds to purchase more boats/gear. Completing the legal reforms to recognize resource-management rights of fishing communities early on into the project's implementation will be critical to providing communities with an incentive to participate in fisheries monitoring and enforcement.

that can help diversify fishers' livelihoods while supporting fisheries co-management and adoption of Ecosystem Approach to Fisheries Management (EAFM) for improved fisheries resource sustainability. The program is the first re-engagement of GoB with the World Bank in the fisheries sector after two decades, necessitating substantial assistance in project management, policy and planning, investment design and supervision, capacity building, and monitoring and evaluation supports and training of DoF implementation staff, during the first 3 years of project implementation.

1.3.4.2 Under the Program implementation arrangement, a Project Management Unit (PMU), headed by a Project Director, has been established at the DoF. The PMU will also establish its presence in the three regional offices of DoF, namely Barishal, Chittagong and Khulna, and closely interconnected with the SDF field teams. Six Deputy Project Directors, seven Assistant Project Directors and several technical staff will be recruited to perform the day to day operation of the PMU. The PMU will be supported at different times by a pool of 26 national and international consultants to provide expert and training services across the Project activities.

1.4 Implementation arrangement further require the engagement of a highly qualified **Project Management Consulting Consultant (Firm), hereafter, the PMC**, to assist the PMU in the successful implementation of the project, particularly to enhance its project management and planning, procurement and supervision capacity to carry out project activities, procure services, goods and work, and undertake M&E during the initial years of the project. The PMC scope of assignment covers Component 1, 2 and 4, and limited activities related to Component 3. These ToRs outline the details and specific requirements for the solicited services of PMC.

2. The Client

The client for the solicited services of PMC services is Department of Fisheries (DoF) as the implementing agency for the SCMFP, in general, and the PMU/DoF, in particular.

3. Objectives of the PMC assignment

1. The Client intends to use IDA proceeds for the hiring of an experienced international consulting firm (the Consultant) specialized in project management, procurement, supervision, M&E, and field oversight to provide overall project management support. The objectives of the consultancy services are to ensure:
 - (i) Timely mobilization of the project and support the Project Director to organize the PMU functions and enhance its operational effectiveness, and implement the project activities according to work plans and schedules. Mobilization will include development and deployment of all project management controls required on an ongoing basis to manage the program; detailed work program (WP), including detailed WP division and assignment allocation for the DoF PMU staff and any other individual PMU consultants; finalization and updated of the detailed project plan (Gantt chart), risk and issue management, communications and stakeholder engagement plans, project and program reporting;
 - (ii) Timely procurement of services, goods and works (e.g., preparation of quality bidding documents, including ToRs and technical specifications following the WBG procurement

guidelines⁴, collaboration among parties concerned in the process etc.). Importantly, in accordance with the work program and procurement plan, this consultancy will be expected to prepare the bidding documents and successfully manage the bidding processes for all Components.

- (iii) Timely supervision and adequate monitoring capacity to carry out project activities and building PMU capacity for the same through the project life.
- (iv) Effective monitoring and reporting, including development of on-line project activity monitoring and reporting system, according to agreed schedules and quality inputs to supervision.

4.The PD/PMU of the SCMFP, DoF, has the overall responsibility for assisting project management and delivery. The PMC is to enable and facilitate the PMU meeting their responsibilities with particular focus on Components 1, 2, and 4, by providing quality inputs covering areas such as overall project management, program and project plans developed in sufficient detail to clearly show critical paths, dependencies between work streams, and milestones (i.e. Gantt charts), cost management (timing and quantum of spend will be derived from the Gantt charts which will show planned activities, timing and resources – and therefore forecast can be estimated), identify risk and issue management, program and project reporting, a quality management process for all draft and final deliverables, contract administration and safe guards implementation. For Component 3, the PMC will facilitate smooth coordination and establish effective interface with SDF for planning and sequencing of fisheries co-management activities, and model villages with the necessary policy actions supported under Component 1 and small infrastructure works supported under Component 2.1.

5.More specifically, the PMC will provide day to day managerial and planning support to the PD/PMU on related activities including development, execution, monitoring and reporting of detailed project implementation. The PMC will also assist in updating work plan, project procurement plan and will set up PMU management and delivery processes (to include support to the PD with streamlined work-allocation and key performance indicators (KPIs) for all PMU staff); The PMC will establish the project management information system (MIS), activity monitoring system with results monitoring indicators in the Performance Results Framework (PRF), and as needed advice on implementing and running an accounting system including forecast spend by month, and tracking of actual vs forecast (this will be based off timing of workstreams and deliverables from the Gantt chart), etc. The consultants will monitor Program implementation, and ensure it remains on schedule, within scope and budget and follow project management standards The PMC will provide advice and assistance to ensure compliance with the GoB procedures and WB's Financing Agreement and other project related legal provisions.

6. Scope of Work

The PMC firm will establish a local presence and close cooperation with PMU management. It will report directly to the Project Director on progress made and also will have the responsibility to raise any issues for taking corrective action as required. The PMC will establish its office

⁴World Bank's Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers (Jan 2011 – updated in July 2014).

facilities within the PMU based in DoF, Dhaka. The PMC will be provided with full access to all available project documentation necessary for fulfillment of their role.

The PMC will be required to work in close co-ordination with the PD and the PMU. While overall project delivery remains full responsibility of the PD/PMU, the PMC will be measured by its success in enabling the PD/PMU successfully deliver the project activities and objectives. In this context, the PMC services will include but not limited to the following tasks:

- (i) Provide project controls (plan, schedules, risks etc.) and work with PD to ensure the PMU's effective operation and program deliverables.
- (ii) Work with the PD/PMU to ensure, in line with the approved GoB Development Project Proposal (DPP), compliance to WB financing and project agreements and its covenants, especially in the area of citizen engagement, and with a view to achieve agreed-upon project [interim] monitoring indicators in the results frame.
- (iii) Provide for consistency and compliance with the agreed GoB and WB procedures and key results to be achieved during project implementation.
- (iv) Assist in maintaining, updating and monitoring Procurement and Activity Master Schedule; assist the PMU to develop annual work plans and implementation schedule and in implementing, managing and monitoring program activities, assess reasons for delay and identify means for improvement, review reasonability of the proposals prepared by the relevant consultants.
- (v) Provide advice and training to the PMU/DoF's SCMFP technical staff on supervision and monitoring for successful implementation of project activities, including but not limited to formulation and mobilization, management, procurement, monitoring and evaluation, financial, technical, and environmental management aspects and community approaches.
- (vi) Advise the PD/PMU and ensure the quality preparation of RFP/REoI, bid documents, tendering process, responses to potential queries of the bidders. To this end, the PMC is expected to use its own expert staff mentoring and working with the PMU, DOF procurement officers.
- (vii) Assist PMU in the evaluation of bids, bid evaluation reports in accordance with GoB/WB procurement guidelines. Assist the PD/PMU for contract negotiation process and contract award.
- (viii) Support the PMU in management and administration of the contract agreements with the contractors engaged for the various SCMFP components.
- (ix) Support PMU to establish and maintain cost control, monitoring of payment certificates
- (x) Assist the PMU in monitoring the quality of services of other individual consultants and consulting firms working in the project; reviewing their reports and provide feedback to the PMU.
- (xi) Provide assistance to PD/responsible PMU staff in organization of, and participation in initial kick-off meetings with Contractors and relevant stakeholders.

- (xii) Assist the PD/PMU taking timely measures to ensure that contractors' deliverables are not hampered by undue delays.
- (xiii) Assist PD/PMU in checking and approval of designs, plans, technical calculations and drawings submitted by contractor; provide assistance for checking on correctness of Contractors' final technical documentation, operation and maintenance manuals.
- (xiv) Assist the PD/PMU in inspection of quality and supervision of construction works, installation of equipment and testing, in order to ensure that the works are implemented, and goods supplied in accordance with the designs, specifications and terms and conditions of the relevant works and supply contracts.
- (xv) Ensure procurement activities are in line with the SCMFP's environmental and social management plan (ESMP) and guide the environmental and social safeguards staff of the PMU in overall implementation of the ESMP and with the monitoring of contractors' implementation of identified environmental mitigation measures.
- (xvi) Advise PMU in managing and sequencing any changes of project scope, schedule and costing into the revision process of DPP.
- (xvii) Assist in establishing a cohesive and effective project management automation system, including for procurement management.
- (xviii) Jointly with PMU, carry out regular field supervision activities.
- (xix) Assist PMU in preparing evaluation documents and reports.

7. Contract Duration: The PMC will be engaged for initial 24 months with an option for additional 12-month extension subject to satisfactory implementation and need of the project.

8. Qualification of the Firm

The PMC firm shall have at least 15-year experience in investment project management preferably in Marine Fisheries/Aquaculture/Aquatic Resources Management/Agriculture, along with design, construction and supervisory work on various types of civil works, goods and technical areas in the project subject matter. Prior experience with WB and/or other Multilateral Development Banks multidisciplinary investment programs/projects of comparable size and complexity is mandatory. The firm shall have a multidisciplinary team of experienced experts comprising managerial, procurement, technical, and monitoring and supervision capability. The firm shall have the ability to mobilize international and national consultants with expertise in project management and implementation, procurement, design and operation systems, controls, and communication. The firm shall further have sufficient capacity to back-stop the PMC team in the field and provide/mobilize additional needed expertise as identified by that team at a short notice. The consultant should also be able to design field data collection using qualitative and quantitative data collection methods, relevant software and analysis, organize training and regular assistance to PMU, field

officials of DoF, relevant project staff and consultants of SDF to carry out such data collection as necessary for supporting project activities across the project command area.⁵

9. PMC Team Composition

As a minimum, the firm will provide the services of the following Key Experts:

- a. Project Manager/Chief of Party (international; up to 24man-months with options for additional 12-month extension);
- b. Deputy Project Manager/Deputy Chief of Party (national; up to 24 man-months with options for additional 12-month extension);
- c. Senior Procurement Adviser (international; up to 24 man-months with options for additional 8-month extension);
- d. M&E Specialist (international; up to 18 man-months);
- e. Senior Coastal Fisheries Management/Community Co-management and Planning Specialist (international or national; up to 24 man-months with options for additional 12-month extension);
- f. Any other necessary expert/ and essential support staff should be included in the PMC proposal as needed for successful implementation of the project.

10. The Project Manager/Chief of Party will have an advance graduate degree in Business Management, Economics/ Finance, Engineering or Natural Sciences with at least 15 years of project management experience, leading large multidisciplinary teams in international project finance and significant exposure to investment project finance from the WB or other MDBs. Investment project and major (institutional) sector reform experience in the fisheries sector is highly desirable. Project Management Professional (PMP) certification will be a plus. The Project Manager will have overall responsibility for the PMC work and oversee the PMC work planning, implementation and tracking of project activities and specified deliverables. The Project Manager will have demonstrated team and people management skills and perform his duties with integrity. In this context, successful project managed experience track record in South Asia is highly desirable. S/he will perform a wide range of duties which include but are not limited to the following:

- *Manage PMC team working with PMU to implement the program*
- Establish and maintain working relations with PMU team and its management.
- Ensure execution of the program based on the detailed program-wide and annual work plans developed and operationalized by the PMC and the PMU in line with the Program appraisal document (PAD) and the Project Operations Manual (POM).
- Develop and help operationalize project management processes, systems, forms, and records to document project activities. Advise the PMU staff setting up the project documentation system to ensure that all project information is appropriately documented and maintained. Advise the PMU for preparation of quality progress reports.

⁵Including sixteen project coastal districts in Bangladesh: Cox's Bazar, Chittagong, Feni, Noakhali, Laxmipur, Bhola, Barisal, Patuakhali, Jhalkathi, Barguna, Pirojpur, Bagerhat, Khulna, Gopalganj, Jessore and Satkhira

- Monitor the progress of the project and make adjustments as necessary to enable the PMU to ensure the successful completion of the project.
- Establish a communication schedule to update stakeholders including appropriate staff in the organization on the progress of the project.
- Review the quality of the work completed with the program team on a regular basis to ensure that it meets the project standards

Ensure Quality Control of PMC services

- Create and maintain program plan, risks/issues etc., per above.
- Ensure quality control of all documents and reports prepared by/for the PMU, DoF
- Monitor, review and advise the approval of all budgeted project expenditures.
- Develop and monitor project spending projections in conjunction with the Financial Manager (FM) and the procurement staff of the PMU and report on actual and variance on a periodic basis
- Manage PMC contract funds according to established accounting policies and procedures
- Ensure that all records for the project are up to date and activities are properly documented
- Guide the preparation of procurement and financial reports and supporting documentation as outlined in financial agreements for the project.

11. The Deputy Project Manager /Deputy Chief of Party will work hand in hand with the Chief of Party and will ensure day-to-day project activities are properly implemented, monitored and documented. S/he will play a major role in establishing a collaborative interface with the PMC team and the PMU. The DCP be a Bangladeshi national, with investment project management experience of no less than 15 years, including solid understanding of and experience with the GOB DPP preparation and approval process, good communication skills, familiar with the fisheries sector, sector policies and regulations, fisheries and mariculture/aquaculture management and practices in Bangladesh. He/she will have experience in project management and planning and proven track record with World Bank or other internationally financed investment projects. He/she will have an advance degree in business management, natural resources management, engineering, or field relevant to the project subject matter. Speaking fluency and demonstrated excellent writing skills in English are required. S/he should be able to undertake frequent and/or prolonged field travels on project related assignments.

12. The Senior Procurement Adviser will be a qualified senior procurement specialist with at least 15 years of experience in World Bank-finance procurement and or contract management, ideally involving WB or other MDB investment projects in Bangladesh. He/she should have experience intender/bidding process and documents for procurement of consultants, services, goods, and work in accordance with WBG procurement rules, including large consultants and/or service contracts exceeding US \$2 million as well as works contracts exceeding US \$15 million. Knowledge of FIDIC international standards, disbursement and fiduciary monitoring will be a plus. Working experience in fisheries sector as with information technology, design, and engineering will be also a plus. S/he should be well versed with WBG procurement guidelines and bid evaluation process and able to demonstrate successful experience organizing, leading, and mentoring larger

procurement team(s) of several procurement specialists working simultaneously on large, multisectoral investment projects.

13. The Monitoring and Evaluation (M&E) Specialist will assist the PMU to design, deploy, and maintain project monitoring system tracking the project results based on (Project's Results Framework (PRF) that also meets GoB reporting requirements. The M&E system should further allow for interfacing with the SDF reporting under Component 3. S/he will work with PMU M&E specialist to ensure the mechanics of M&E is well understood, and the necessary skills are acquired for the duration of the project. S/he will advise on all data collection, analysis, and learning activities to help ensure accountability and efficiency from start to finish for all activities under the projects. S/he will support the development of a monitoring system project grant(s) including monitoring data quality, tracking the progress of activities, and contributing to staff capacity building. S/he will advise and guide the DPD/APD(s) responsible for M&E in reviewing the performance of existing PMU management information systems to help identify potential modifications or need for resources. S/he will oversee and ensure the preparation of M&E reports on project results in the agreed frequency, including regular and systematic reporting to the WB project implementation support missions. The position requires advance degree in business administration, information management, project management, finance or other relevant academic background and at least 12 years of demonstrated investment project M&E experience. A PMP certification and at least 7 years of M&E experience with World Bank or other MDB investment projects would be a plus.

14. The Senior Fisheries Management/Community Co-management and Planning Specialist will advise and assist the PD/PMU in project investment and DOF capacity-building/training activities related to fisheries management and governance, including supporting the PMU in implementation of activities related to fisheries management policies, development strategy and institutional reforms, with specific focus on enabling and operationalizing at scale of community co-management. S/he will provide for specific technical advice to PMU teams on drafting TORs, reviewing consultant's deliverables, preparing and leading technical consultations, help with develop and update relevant rules and guidelines for fisheries management and provide technical support in the implementation of such guidelines, support the work of the PMU's regional technical/expert group related to fisheries management (if applicable) and contribute to the work of SDF groups working with communities on fisheries co-management. S/he will work with M&E officers in ensuring that the monitoring work serves the objective of fisheries management. S/he will hold advance degree (or applicable work experience) in fisheries management, mariculture, aquaculture, or in other relevant fields and will have at least 20 years' international experience in applied fisheries management and community co-management in developing countries, including at least 10 years of work in the private sector.

15. Selection method

The PMC will be selected competitively based on in accordance selection method as set forth in the World Bank Procurement Regulations for IPF Borrowers, July 2016 revised November 2017.

The consultant selection will be via quality- and cost-based selection procedures (85:15 weighting). Quality scoring will evaluate the proposed Key Experts (55); the Consultant's overall plan for meeting the consultancy objectives, including overall team composition with roles, responsibilities, qualifications of additional team members (if any) proposed by the consultant as necessary for meeting of these objectives (15); and the Consultants experience with similar assignment and demonstrated capacity to back-stop the PMC field team (15). The PMC is expected to commence the services by September 2019.

16. List of Reports, Schedule of Deliveries, Duration

The PMC services are expected to deliver tangible and non-tangible outputs for the duration of their assistance. The tangible outputs will include

- a. Creating project management systems and controls, PMU staff training and work-programs (including KPI), manuals and guidance notes, PowerPoint decks, Excel, and MS Project sheets and reports documenting approach, methods, outputs, results, inferences, project plan etc.
 - b. Implementation plans including detailed documents listing implementation process steps and responsibilities, and a Gantt chart etc.;
 - c. Technical specs and bidding documents;
 - d. Implementation trackers supporting M&E; plans, guidance documents detailing step by step processes and evaluation methods, templates in excel sheets to track progress of implementation of new process etc;
 - e. Training tools and materials.
- 17.** The PMC team working hand in hand with the PMU is expected to provide intangible outputs for the DoF which will lead to increased project management capability for the Client teams working closely with the consulting teams. The PMU team is expected to build confidence and skills over time in delivering on project tasks. This will help optimize project management costs.

PMC Contract Reporting:

- 18.** The PMC will produce an **Inception Report**—six weeks after contract signing. The IR will analyze the project mobilization requirements, project control system needs, detail/update PMU work plan including, an updated procurement plan of activities (Comp 1 and 2) for the 18 months ahead with costing and detailing of the methods of procurement and timeline. The IR will include a description of the approach to establish project monitoring baseline. The IR will be presented to the PD and will be finalized following consultation with PMU management and the WBG team. The submission of IR will be the milestone of 1st post-contract signing payment.
- 19.** The PMC will produce six-monthly activity **Progress Reports** following on the contract signing. Each report will include the project activity status, the procurement status, and disbursement status/projections; as well as a brief update on the support provided by the PMC by project component and management activities; summary of training conducted,

summary of safeguards issues if any, summary of results of field visits, etc. The reports should further identify any project management issues, bottlenecks, stakeholder issues, and/or other implementation risks update. The consultant will provide a plan of actions to address risks and issues encountered during project implementation with PMU management. Draft reports, technical documents will be attached as necessary. A summary of workshops conducted with different stakeholders at PMU in relation to project activities will be attached as needed. These reports will serve as milestones for payments to be executed by the Client.

20. The PMC will prepare an **Implementation Summary Report** prior to completion of month 24 of the contract. It will include an updated work plan, including PP for the next 36 months of project implementation and a progress report with results from the M&E based on Project PRF. It will include an assessment of risks, issues encountered and recommendations for mitigation. In case of contract extension, this report will be updated and finalized at the end of the month 36 of the contract.
21. Payments would be made after submission of the reports to the PMU management. All relevant taxes and VAT shall be deducted at source at the applicable rates by the Government of Bangladesh.

Period of the PMC Assignment

22. The total duration of the PMC consultancy services will be 24 months from the date of contract signing, with option for additional 12 months extension subject to achieving successfully achieving the consultancy's objectives.

Indicative Content of the Progress Reports

23. The Progress reports will include a reference to the Work Plan developed in the Inception Report to show progress of activities in the previous period, and expected activities in the following period. The contents of the reports on the status of project implementation will be discussed and agreed with PMU. However, the reports will include but will not be limited to the following:
 - a. progress related to project prior to placement of PMC; work plans, Gantt charts, procurement plan, tables, presentations; survey documents and data collected; reference to any papers related to the project activities;
 - b. summary of main issues, challenges and obstacles including recommended corrective measures to be taken;
 - c. procurement status report;
 - d. summary of disbursements by category;
 - e. actual status of deliverables/works in percentage;
 - f. monitoring of compliance to financing agreement and covenants.
 - g. summary of action required by component;

- h. progress report containing physical and financial progress of each component;
- i. progress report on quality assurance of works (if applicable);
- j. notes, reports, presentation and minutes of meetings with WBG implementation support missions;
- k. performance reports of completed works; notes/reports required for any approval from WBG;
- l. reports on completion of consultancy services and goods & equipment purchased under the project etc.;
- m. Planned activities for the next reporting period;
- n. actual status of implementation of ESMF and EMP;
- o. annexes (plans, schedules, progress photographs, maps etc.);
- p. When applicable, the complete documentation of project completion or completion of the PMC assignment, whichever is earlier; etc.